

QUESTIONS CONCERNING CAREER SERVICE

Preliminary List

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1. LEGAL ASPECTS OF THE CAREER STAFF

- 1- 1 What is the legislative or legal basis for the establishment of a Career Staff in CIA? (300)
- 1- 2 Is the Application for Membership in the Career Staff a contract? If so, what are the specific obligations of each party? (8) (9)

2. LENGTH OF SERVICE

- 2- 1 Why is a period of three years' Agency service required before an employee can make application for Career Staff membership? (57)
- 2- 2 What information is available about an employee after three years that is not available after one year? (29)
- 2- 3 I thought I was an employee in a career program since I had finished my one-year probationary period. What happens to this past "Career Service"? (273)
- 2- 4 What considerations regarding three-year "provisional period" are given for someone who entered OSS in 1943, was automatically transferred to IRIS, Department of State, and to CIA when it was first organized in 1947, transferred to Foreign Service in 1949, transferred back to CIA December 1953 and, therefore, now has less than three years of CIA employment? (352)
- 2- 5 Why is not membership in the Career Staff made automatic after three years' service with the Agency, since qualifications are determined prior to employment and during the normal one-year "trial service period"? (28)
- 2- 6 Will there be an opportunity for the career government employee who has not yet completed three years of CIA service to express now his desire to become a member of the Career Staff? (63)
- 2- 7 What is the basis of the three-year minimum for membership? What about a highly qualified person who comes to CIA wishing at the outset to make it his career? Will not his development on the job be curtailed for a three-year period? (371)
- 2- 8 Is there any provision for waiver of the three-year provisional period for a person who has clearly demonstrated outstanding ability and qualifications in a lesser period of time? (69)

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2- 9 If all present employees must complete the provisional period, can this be ethically required since people have already been told that they are career employees when they satisfactorily complete a one-year period? (226)

2-10 Will "trial periods" and "provisional periods" be made retroactive, or waived, in the case of employees who have been with the Agency for more than the necessary number of years, and who qualify otherwise? (250)

2-11 What recognition does the Career Service afford to employees with many years of satisfactory service with other Government agencies but who have not yet completed three years with CIA? (327)

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2-12 Paragraph 7 (4) (b) of [REDACTED] states: "In the case of a person who is on duty as of 1 July 1954, an abbreviated review will be conducted by the Examining Panel." Does this mean that everybody on board as of 1 July 1954 will be screened soon, or will they have to complete the provisional period? (225)

2-13 Regarding Permanent Civil Service Status, all personnel with Permanent Status (with a few exceptions) acquired that status prior to September 1950, hence have over three years of Government service and have served whatever "trial" and/or "provisional" service was required to acquire Permanent Status. Why then should such CIA personnel be required to serve probationary periods all over again to acquire a second "career" status? (53)

2-14 Will the "effective date" of membership in the Career Staff be the same for all with three or more years of service?

What is the significance of this effective date? (119)

3. VETERANS PREFERENCE AND REDUCTION-IN-FORCE

3- 1 What effect does the preferential treatment of Career Staff employees have on CIA employees who have Permanent Civil Service Status, in the event of a reduction-in-force? (326)

3- 2 Preferential consideration is offered for job security and for special training. How would this be expected to work, for example, in the case of a reduction-in-force? (37)

3- 3 In case of future reductions-in-force would all Career Staff employees be in a preferred category? How about a non-veteran female employee with Career Staff status versus a male veteran employee who does not yet have Career Staff status? (245)

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- 3- 4 Assuming a reduction-in-force in CIA, how would I, as a member of the Career Staff, stand against an employee with equal years' CIA service who is not a member of the Career Staff, but who is (1) a veteran, or (2) has Permanent Civil Service Status -- (assuming that I am not a veteran and do not have Permanent Civil Service Status)? (64)
- 3- 5 Some statements in paragraph 3a of Regulation [REDACTED] seem to conflict with present laws. For example, would not a non-career employee with veterans' preference have more job security than a career employee without preference? (213) 25X1A
- 3- 6 Does a member of the Career Staff have rights over those who are not members in cases of reduction-in-force, or do the Civil Service rules override those of the Career Staff? (323)
- 3- 7 In case of reduction-in-force it is assumed "preferential consideration for job security" means non-Career Staff members go (regardless of seniority) and Career Staff members will be retained. Is this so? If not deliberately intended, is it not possible such a consideration will develop in later years? (193)
- 3- 8 What are the implications of veterans' preference versus career service preference as applied to job retention? If veterans' preference remains as it is now, where regarding job security does a non-Career Staff employee, who is a veteran, stand in the event of a reduction-in-force? (398)

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4. PROMOTION POLICY

- 4- 1 Will Career Service speed up promotions? (276)
- 4- 2 Is it compulsory that each employee serve the waiting period before he can receive a promotion. If so, will the Office of Personnel police it? (335)
- 4- 3 "The Office of Personnel will furnish a monthly listing of all members of the Career Service who have entered the zone of consideration." Does this imply that non-Career Staff employees do not receive equal consideration for promotion? (373)
- 4- 4 Will Career Staff members carry their grades on their backs the way Army and Navy officers do? (155)
- 4- 5 Under the Career Service Program, will I keep my present grade when reassigned from overseas to Headquarters? (274)
- 4- 6 What consideration is being given to increasing grades that can be offered to potential employees, particularly those in the technical categories, in order to meet the extremely high wages that industry is offering this type of employee? (172)
- 4- 7 To insure a proper Foreign Service concept, should not promotions in operational type slots GS-11 and up be limited to personnel with overseas experience whenever possible? (320)
- 4- 8 Very seldom would personnel in certain slots be assigned overseas. However, these are essential to support of overseas personnel. What differentiation in remuneration should be instituted to benefit people in overseas slots in comparison with people in support? (315)
- 4- 9 Is it not advisable to establish pay differentials on a sliding scale for overseas assignment as compared to Headquarters, this is in no way to effect cost of living allowances? These pay differentials are in no case to be reflected at the post. (316)
- 4-10 Where have double grade stages been established as the normal progression, and do individual Offices or Career Boards have prerogative to place more stringent requirements on Agency policy regarding promotions? (i.e., time-in-grade, etc.) (168)
- 4-11 Can a non-career employee be demoted in order not to restrict the advancement of a career employee? (343)
- 4-12 What consideration is given to information furnished in Items 9, 14, 15 and 16 of Form No. 37-151, Personnel Evaluation Report, in carrying out promotion policy? (336)

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4-13 What impact will the policy of "serve anywhere, anytime, at any type of work" have in following the basic "equal pay for equal work" classification policy, to which the Agency is committed. In other words, if a person is a GS-14 and returns from overseas and there are only GS-13 slots open - does he take a reduction? (314)

4-14 Looking to the future when [REDACTED] and the like are denied us, what benefits will be instituted to remunerate personnel who are on TDY for extended lengths of time? The type of personnel referred to are "in and outers" servicing the world. TDY pay never covers actual expenses. (319)

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5. FITNESS REPORT AND PERSONNEL EVALUATION REPORT

5- 1 Will the "Fitness Report" replace the "Personnel Evaluation Report"? (120) (84) (195) (332) (346a)

5- 2 The Office of Personnel is still sending out Personnel Evaluation Reports for completion. Is the Personnel Evaluation Report now completely eliminated and replaced by the new Fitness Report? (239)

5- 3 What is the relationship between the Fitness Report and the Personnel Evaluation Report? (364)

5- 4 When will the Agency start using the Fitness Report? (229)

5- 5 Will the present Personnel Evaluation Report be used at all? If so, under what conditions? (228)

5- 6 Does Fitness Report apply to persons selected for Career Staff? (163)

5- 7 Will the Fitness Report be used for all grades? (231)

5- 8 In case the Fitness Report is not shown, what provision is made for an individual to defend his position? (363)

5- 9 Will a training program (similar to the one conducted at the time the Personnel Evaluation Report was first used) be given to supervisors? (230)

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- 5-10 On the premise that for one person to evaluate another it is desirable for the rater to be trained, is it contemplated that a course will be offered to train raters in the preparation of Form 37-189, Fitness Report? (67)
- 5-11 With regard to the Fitness Report, why did the CIA Career Service Board rule that it was optional for the supervisor to show it to the employee? An inconsistent policy in this respect could be a very bad morale factor. At the very least shouldn't the Heads of major Agency components adopt a uniform policy? (247)
- 5-12 The Fitness Report includes a statement which says, "It is optional whether or not this Fitness Report is shown to the person being rated." Any report which is an evaluation of performance has little value other than its use for improving personnel performance. To have evaluation reports which are not known to the individual placed in official files is to condone the accumulation of subjective and perhaps damaging information which can be misused and which has lost its current value. Why give up a most satisfactory Personnel Evaluation Report (if used properly) for one (the Fitness Report) that can lead to misuse and the creation of secret appraisals and character and ability assassinations because of the optional out provided to weak supervisors? (350)
- 5-13 What is the purpose of the option of showing or not showing the Fitness Report to the individual evaluated? (362) (7) (186)
- 5-14 Who determines whether or not the Fitness Report is shown to the person being rated? (196)
- 5-15 In future years, the accumulation of Personnel Evaluation Reports and Fitness Reports will represent the combined evaluation of an employee's net worth to the Agency. If some supervisors are careless or casual in their approach to these reports how can we be sure that each employee actually gets a fair "break" regarding what is said about him? (248)
- 5-16 What is visualized as to the working relationship between members and nonmembers within the Agency such as:
Will Fitness Reports for career staff individuals be made out by supervisors in the case where the supervisors are not a career staff member?
(178)

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Regulation [redacted] states that the Examining Panel will conduct an abbreviated review with respect to employees on duty as of 1 July 1954. Will a Fitness Report be a part of this review? (240)

6. FILING OF APPLICATIONS

- 6- 1 Why is an official notification of an employee's eligibility for the Career Staff necessary if every CIA employee is automatically eligible after the 3 year provisional period barring unsatisfactory performance? (126)
- 6- 2 Will it be necessary for those individuals who have completed three years with the Agency to make formal application for membership or await notification of eligibility or will they automatically be considered? (97)
- 6- 3 Is there any objection to eligible employees requesting an application if they have not received official notification of their eligibility within a reasonable time following date of eligibility? (329)
- 6- 4 When will Applications for Membership be ready for distribution? (328) (86)
- 6- 5 Is there any date by which employees have to apply, or can they apply at any time? (237)
- 6- 6 Has any more definitive time been determined when and under what conditions a person can re-apply if he has been once rejected? (221)

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7. CONSEQUENCES OF NOT APPLYING FOR, OR NOT BEING ACCEPTED INTO THE CAREER STAFF

- 7- 1 What are the consequences to the individual of failure to apply for membership in the Career Staff? (3) (175) (101) (117) (272)
- 7- 2 What are the implications for a person who elects not to join the Career Staff? Can a statement be made regarding the assumptions which will prevail concerning those people who do not join? What are the possible adverse actions? (369) (190) (294)
- 7- 3 It would seem from reading reference that a non-Career Staff employee is "through" for all practical purposes. Will there be any positions exempt from the Career Staff? What, if any, incentives are being offered to non-Career Staff employees? Why have a non-Career Staff if nothing tangible will be offered them? (191)
- 7- 4 If an employee is not accepted for, or does not wish to apply for, membership on the Career Staff, can he expect dismissal? (43)
- 7- 5 What distinction will be made between career and non-career employees in regard to such things as choice of assignment, promotions, etc? (219)
- 7- 6 If an Agency employee declines to join the Career Staff but intends to remain a faithful and hardworking CIA member, what will be the consequences? Will his good intentions be honored and recognized? (301) (357)
- 7- 7 Why is it necessary that an employee reply by memorandum as to why he does not desire to become a member of the Career Staff? (201)
- 7- 8 I am supporting my mother, whose age would prevent her from traveling, for this reason I would not care to join the Career Staff. What effect will this have on my employment with the Agency? (268)
- 7- 9 What would be the advantage to anyone for a person within a year or two of retirement to become a member of the Career Service? (378)
- 7-10 What effect will a rejection by the CIA Selection Board have on the applicant's continued employment in the Agency? (393) (100)

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- 7-11 To whom may the employee appeal in case he applies and is not accepted for the Career Staff? (202)
- 7-12 What is to be the attitude re practical problems of moral stemming from turn-downs of individuals for career service, or other types of black-balling and just or unjust characterizations of "marginality"? (253)
- 7-13 Is it not correct that an employee considered unsuitable for the Career Staff is also unsuitable as an employee under any status? (30)
- 7-14 It is fairly well understood by all concerned what a "probationary" employee is; however, during a two-year period between the time an individual is a "probationary" employee, he is identified as a "provisional" employee. The question simply is this: What is an "provisional" employee, and what are his advantages and opportunities in terms of assignment, promotion, separation, etc.?" (399)
- 7-15 It is stated "that the career program is applicable to all U. S. citizens who are staff employees or staff agents of the Agency". However, it has been determined that Service Designations are not applicable to some staff employees [REDACTED] X1A6a If these individuals are not aware of the Agency Career Staff, how will the benefits of this career program be extended to them? (72)
- 7-16 Shouldn't the personal progress of any non-member be accorded "just and equitable attention" if his work and conduct are satisfactory?
- 7-17 In connection with the esprit de corps of those not qualifying for or not electing membership in the Career Staff what features are offered other than "Government Service"? (345)

8. DUAL PERSONNEL SYSTEMS

- 8-1 The Wriston Report of the Department of State recommended that "to integrate the personnel of the Department of State and of the Foreign Service, where their official functions converge, into a single administrative system, thus putting an end to the institutional separateness of these main functioning arms of U.S. diplomacy". In view of this, is not the trend of [REDACTED] going in the direction of repeating the State Department's bitter experience? (39) (311) 25X1A

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- 8- 2 Assuming that the Career Staff of CIA has been modeled to some extent after the Foreign Service of the Department of State, how appropriate is the latter as a model? (208)
- 8- 3 It is my understanding that the State Department has a "Foreign Service" and a comparable "Staff" set-up, each separate and equal in status, opportunity, etc. Similarly the military departments do not separate employees as to status other than those with Permanent Civil Service Status and those without. Career civilian employees in the military have a free choice as to location and type of assignment and are not categorized according to their choices. Does it not appear that the CIA Career system attempts to impose the military type of regimentation and implies that only the "select" shall reap the benefits? Is this so? (56)
- 8- 4 Is the Career Staff analogous with the State Department Foreign Service? (61)
- 8- 5 In the interest of organizational harmony "in the ranks", is it wise to create a "caste" system, i.e. "Career Staff" vs. "non-Career Staff"? (54)
- 8- 6 This Staff in no way can be likened to the Foreign Service or the Regular Army. Is it a "Staff" at all or merely a matter of taking the oath of obedience? (142)

9. THE SELECTION BOARD AND THE EXAMINING PANEL

- 9- 1 Among the proposed members of the CIA Selection Board will be personnel from the Offices of DD/P, DD/I and DD/A. Will any of these proposed members be persons who are from or who represent the Area Divisions? (264) (265)
- 9- 2 Has any thought been given to using professional personnel, such as doctors, psychologists, etc., to advise the Board and Panel? (222)
- 9- 3 An employee entering on duty on or shortly after 1 July 1954 must wait three years before making his application. Inasmuch as the work load will have dropped off three years hence, why does an abbreviated review have to be conducted by the Examining Panel as opposed to a full review? (35)

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10. SIZE OF THE STAFF

- 10- 1 Is the Career Staff envisaged as a broadly-based corps embracing as many Agency employees as possible or rather a relatively restricted group? (75) (98)
- 10- 2 Is the number of selectees for Career Service to be fixed or fluid, and what factors will govern any changes? (76) (252)
- 10- 3 Is it anticipated that most present employees of CIA will become members of the Career Staff or will the Career Staff be restricted to an elite group? (366)

11. CIVIL SERVICE STATUS

- 11- 1 What will be the status and relationships of those who are members of the Career Staff but do not have Permanent Civil Service Status, and those who have Permanent Status but are not members of the Career Staff? (56a)
- 11- 2 Those personnel who entered CIA with Permanent Civil Service Status had always considered themselves to be "career" Government employees. While it is understood that if you did not have Permanent Status prior to entering CIA you do not gain it, it is also understood that if you have Permanent Status you do not lose it. Hence, are not all such individuals with Permanent Civil Service Status Government "career" personnel? Being such, is further testimonial regarding "career" status in order? (52)
- 11- 3 I have been employed by the Government for 14 years - 4½ years in CIA. Non-status. Has any thought been given to the possibility of securing Civil Service Status or the equivalent thereof for Agency employees with lengthy Government service. (118)
- 11- 4 Is not acceptance of membership in the Career Staff a wedge in the form of a signed contract to be filled in later at the discretion of one contracting party without the consent of the other, so that in the guise of "filling in the details" and "developing the program," the Agency can, in effect violate Civil Service rights in spirit if not in tangible ways? (1/1)

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11- 5 Are conditions of employment under which personnel originally entered Agency service, such as permanent appointment as against temporary appointment only in the balance of the Government, etc. now considered as abrogated? (151)

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12. CRITERIA

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- 12- 1 Paragraph 5b of Regulation [REDACTED] states that the Selection Board will formulate appropriate criteria for selection. What are these criteria? (224) (94) (102) (113) (161) (256) (330)
- 12- 2 If a person is a medical hold (cannot proceed overseas for medical reasons) but has proven his ability to perform his duties in a satisfactory or even exemplary manner, will he be admitted to the Career Staff? If so, who would make this decision and who would have the final say? (192) (342) (331) (322) (165)
- 12- 3 How arbitrary are the eligibility criteria? Could length of CIA service, say five years, be substituted for college degree? If so, within what limitations may substitutions be made without appreciably lowering applicants' over-all suitability? (197)
- 12- 4 In what terms will age, health and education be considered as factors in the selection of individuals for Career Service? (251) (334)
- 12- 5 Are there age limitations on membership in the Career Service? (377)
- 12- 6 For those employees now eligible, will they be blanketed into the Career Service or will there be a thorough screening process? (227)
- 12- 7 Will all employees "in good standing" be selected when they become eligible? (136)
- 12- 8 Is the Selection Board empowered to overrule or reverse the recommendations of the employee's office chief, the Security Office, etc.? (85)
- 12- 9 Will security considerations play any part in eligibility for the Career Staff? (123)
- 12-10 Will the Examining Panels have some selectivity responsibility? (78)

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- 12-11 If the brief evaluation reports submitted periodically are used as criteria for selection for Career Service, what evaluation is required for selection? (257)
- 12-12 As a criteria for selection for Career Service, is it proposed to make individual inquiry of one or more supervisors under the abbreviated review? (258)
- 25X1A 12-13 Paragraph 5b of the R [REDACTED] states that the Selection Board will formulate appropriate criteria for selection. Have any criteria been formulated to date? (223)
- 12-14 On what basis will the Selection Board reject membership applications? (77) (367) (392)
- 12-15 Certain segments of the Agency require a more strict security clearance than others. Will an individual be barred from the Career Service if it is known he cannot be cleared for all parts of the Agency? (124)
- 12-16 If under this new Career Program an individual is barred for acceptance because he cannot meet the security requirements of certain highly restrictive segments of the Agency (i.e., FDD vs OCT) will the individual be told the reason? (125)
- 12-17 We have heard much about the mechanics of selection but little about the criteria for selection. Is not rejection tantamount to saying that the individual is being seriously considered for separation for cause? (135)
- 12-18 If we assume that all eligible employees "in good standing" will be selected, does this not make elaborate techniques of selection subject to criticism and some ridicule? (137)
- 12-19 Isn't there a serious danger, through an "abbreviated review" in the case of those on duty as of 1 July 1954, who are eligible to make application for membership, of failure to detect and screen out "dead wood"? (34)
- 12-20 Will the 35-page psychiatric questionnaire some people have filled out be used against them in considering their applications for membership in the Career Staff? (82)
- 12-21 Is the real test for membership in the Career Staff one's willingness to accept any assignment within reason? (31)

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12-22 If "due consideration" for the personal situation of the employee is ruling, is it not likely that the net result of the Career Service Program will be a) a relatively small list of employees who can and will go anywhere for any kind of employment at any time, b) another small list of employees who will not transfer under any circumstances and c) the great bulk of employees willing to transfer only under certain conditions? (27)

12-23 Is there any concern as to the potentially damaging effects upon employee morale as a result of announcing that such individuals who wish to continue their career association with the Agency will be placed in a state of suspense for an indefinite period as to whether they will now be considered "suitable" in relation to undefined criteria for membership in the Career Staff? (297)

13. PERSONAL CONSIDERATIONS AND INTERESTS

13- 1 In regard to paragraph 3b of R [REDACTED], what interests and personal circumstances will be considered? (341)

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13- 2 Would you comment on the seeming unilateral aspect of the contractual relationship between the Agency and the Career Staff member in that the individual executes a firm and absolute written commitment and he receives in return only the assurance that consideration will be given to his particular capabilities, interests and personal circumstances? (347)

13- 3 What is entailed in "full consideration will be given to my particular capabilities, interests, and personal circumstances". (12)

13- 4 The application for membership in the Career Staff provides for consideration of the employees' capabilities, interests and personal circumstances. Does this mean that an employee will not be required to accept an assignment in some area where the climate would be detrimental to his or his family's health, or a remote assignment if he has aged parents or, perhaps even aged in-laws? (26)

13- 5 The application for membership in the Career Staff provides for consideration of the employees' capabilities, interests and personal circumstances. Does this mean that an employee will not be required to accept an assignment that he is not capable of performing, or one that would reduce his grade? (25)

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- 13- 6 Attachment A to R [REDACTED] Paragraph 3, - explain the line, "I am also aware that as a member of the Career Staff, it will be my obligation to serve anywhere and at any time and for any kind of duty as determined by the needs of the Agency, and I have been assured that in order to carry out this policy, full consideration will be given to my particular capabilities, interests, and personal circumstances". (184)
- 13- 7 As a Career Staff member a person is obligated to serve anywhere, anytime. Who determines the Agency needs and who gives consideration to the member's interests? (10) (180)
- 13- 8 Will a regulation or other policy guide be published which will indicate those "particular capabilities, interests, and personal circumstances" which will influence the Agency in the mandatory assignment of individuals to hazardous duty? (396)
- 13- 9 What happens if for some reason, circumstances alter situations and an individual does not wish to serve at the place to which scheduled? In eight months time a lot can happen. Would refusal to serve automatically eliminate the individual from participation in the plan and/or a job with CIA? (185)
- 13-10 Should people be encouraged to join the Career Staff if they are aware of certain inflexible circumstances in their futures? (354)
- 13-11 Can the question of joining the Career Staff and its possible implications be discussed with husband or wife? (384)

14. WOMEN

- 14- 1 What consideration will be given to women employees in the development of the CIA Career Staff? (121)
- 14- 2 Should a married woman whose husband's career must be her first consideration apply for membership in the Career Staff? She naturally could not agree to serve anywhere and at any time and for any kind of duty as determined by the needs of the Agency." (249) (353)
- 14- 3 If both husband and wife are members of the Career Staff can they be assured of concurrent assignment overseas in the same area? (70)

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- 14- 4 Will married female employees be required to sign an agreement to serve overseas in order to acquire membership in the Career Staff? (71)
- 14- 5 In the event that a member of the Career Staff is nominated for overseas duty, and the member's spouse is also employed by the Agency, would efforts be made to also find employment for the spouse at the new post? (96)
- 14- 6 Will married women who are willing to go overseas if they can take their families be eligible for the Career Staff? (220)

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15. ASSIGNMENT AND REASSIGNMENT ROTATION

- 15- 1 Will Career Service prevent proselyting of an office upon transfer of the supervisor? (277)
- 15- 2 Are there plans for free movement of personnel among offices at Headquarters and in the field so that, for example, a member of the Comptroller's Office might be assigned as a Budget Officer to a DD/P office? (47)
- 15- 3 Will it be more difficult to effect inter-Office transfers when the Career Staff and Career Service Designations are in force? (194)
- 15- 4 Does the individual have any choice as to the type of duty offered when he is a member of the Career Staff? (115)
- 15- 5 For OHR does the Career Service Program do more than formalize the existing situation in relation to rotation and overseas assignment? Any further elaboration of Paragraph 3b in Regulation [REDACTED] would be welcome. (379)
- 15- 6 Personnel assigned to the DD/I complex are seldom considered for overseas duty despite a willingness on the part of many to serve in such a capacity. Conversely, DD/P returnees from overseas do not appear to be getting an opportunity to round out their experience in the Agency through rotation to the DD/I. Will the newly established Career Staff provide for interchange of assignments between the DD/I and DD/P on a reasonably large scale? (93)
- 15- 7 Will replacement for overseas returnees be considered at the same time his reassignment is considered? (170)
- 15- 8 Since the Career Staff employee has agreed to "serve anywhere and at any time and for any kind of duty", might it not develop that the Career Staff employees will be obliged to accept the less desirable assignments and duties? (204)
- 15- 9 Is it not possible that the Career Staff employee might be obliged to accept an assignment in some capacity other than that indicated by his Service Designation? (205)

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- 15-10 Will all the members of the Career Staff be considered automatically for filling positions at a high level throughout the Agency, assuming that they have the requisite experience and training? (49)
- 15-11 Assuming that a member of the Career Staff is sent overseas, will this be for permanent overseas assignment? If not, will an employee be assured, upon his return to Headquarters, of a position with duties and grade comparable to those which he held prior to overseas assignment? (46)
- 15-12 What is meant by the statement that a member of the Career Staff will be required to serve anywhere, at any time and for any kind of duty? Does this mean that, for example, an administrative employee might be required to serve as an Intelligence Officer, or that his grade might be affected by such an assignment? (42)
- 15-13 How can a "specialist" in the Admin field, i.e., finance, logistics, or personnel, qualify for an Administrative Officer's position? In other words, how does one broaden his experience in order to be qualified in the eyes of the "A" Career Board? (241)

16. OVERSEAS SERVICE

- 16- 1 Since I prefer overseas service, will Headquarters duty be mandatory? (275)
- 16- 2 What practical effect will agreements to serve anywhere have upon Agency determinations to assign personnel overseas? (238)
- 16- 3 Can we assume that all overseas people will have to become members of the Career Staff, in which case selection for overseas is the same thing as selection for the Career Staff? (139)
- 16- 4 Does not the whole program boil down to a matter of a device to make it harder for Agency personnel to decline overseas assignment? (150)
- 16- 5 Since employment with the Agency envisions overseas tours of duty, what steps are being taken to inform applicants that this is a requirement, and what formal agreements are planned that will hold them to this requirement for overseas duty? (174)

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- 16-6 The Office of Training has no one overseas on a permanent basis. The Office of Training will have a continuing need for highly-qualified persons returning from overseas to use them as instructors. Could the procedures be changed so that the Office of Training could review the Field Reassignment Questionnaire and select some individuals for possible use in the Office of Training? (238)
- 16-7 A Career Service Questionnaire is now being circulated throughout DD/P (Form 59-174). Each employee is asked to indicate willingness for an overseas tour. Could an employee state that he is unwilling to serve overseas and still be eligible to make application for membership in the Career Staff? (242)
- 16-8 Does Career Staff status mean that an employee would, if so directed, be subject to mandatory travel overseas as is the case for military personnel? In other words, is it contemplated that there would be involuntary PCS transfers overseas in certain cases? (218) (244)
- 16-9 If it is not an objective of the Career Service Program that each member of the Career Service holding a responsible position shall have overseas service with the Agency, can an employee feel that he can be continued at his current station until reassignment is possible? (24)
- 16-10 Is it an objective of the Career Service Program that each member of the Career Staff holding a responsible position shall have overseas service with the Agency? (22)
- 16-11 I have two (2) children, ages 18 and 19, that have graduated from high school. One is now working and the other is looking for a position. If I were to go overseas would any consideration be given these children, that is, would the Agency give them a position at a comparable salary or am I to leave them on their own? (266)
- 16-12 Can every member of the Career Staff positively expect overseas assignment? If so, how soon? (45)
- 16-13 Will officers presently at grades 14, 15 and 16 be given opportunity for foreign assignment if they are otherwise qualified and desirous of such assignment in the light of the apparent career advantages in having had such duty? (110)

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- 16-14 Is it the general feeling of the Executive Officers of the Agency that overseas experience is essential for a Career Staff member whose present or future responsibilities include the general coordination of intelligence requirements? (109)
- 16-15 A new questionnaire regarding availability for overseas duty has been circulated. Why are the statements made in original applications for CIA employment regarding availability for overseas duty not sufficient? (48)
- 16-16 If it is an objective of the Career Service Program that each member of the Career Staff holding a responsible position shall have overseas service with the Agency, can an employee be given any assurance of reassignment to Headquarters upon completion of a tour of duty overseas? (23)
- 16-17 Is there sufficient appeal in the advantages of membership in the Career Staff to convince an employee that he should obligate himself to serve anywhere or for the better part of his working life in overseas posts? (287)
- 16-18 Will non-members who fail to apply for membership be utilized in overseas assignments to an appreciably lesser extent or will operational requirements continue to largely predetermine who will be sent overseas? (290)
- 16-19 Will an employee who is not a member of the Career Staff be eligible for overseas assignments? (41) (58) (289)
17. BENEFITS
- 17- 1 What advantages would the Career Staff of the CIA provide the employees? (1) (2) (15) (59) (114) (260) (389) (159) (182)
- 17- 2 What benefits are now available and what benefits are planned for the future of Career Staff Members that will not be available to the other CIA employees? (179) (214) (215)
- 17- 3 What specific benefits will accrue to members of the Career Staff which are not now available to all CIA employees? Won't all employees be entitled to these benefits whether members of the Career Staff or not? (14) (44)

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- 17- 4 What are the basic advantages to be acquired by staff employees and staff agents as a result of their being selected for the Career Staff? (337)
- 17- 5 Expand on benefits, preferential consideration etc. What does an individual gain, specifically, by being accepted? (157) (158)
- 25X1A 17- 6 Have benefits or privileges accruing to members of the Career Staff been spelled out more specifically than they are in Regulation [REDACTED]? (95)
- 25X1A 17- 7 It is provided in R [REDACTED] paragraph 3a that Career Staff personnel will be afforded "preferential consideration for job security and special training as well as benefits and facilities now or hereafter provided for members of the Career Staff." It would be helpful if some more specific indication were furnished as to the present and anticipated benefits to be derived from membership in the Career Staff. (338)
- 17- 8 What are the benefits of becoming a member of the Career Staff, i.e., what specifically is meant by ". . preferential consideration . . within the framework of applicable laws"? (200)
- 17- 9 What advantages would a Career Staff employee have that a CIA non-Career Staff employee would not possess? (68) (74) (183) (303) (355) (382)
- 17-10 Will any of the benefits available to Career members be made available to persons who have not completed their three-year provisional service? (261)
- 17-11 What tangible benefits will I derive as a member of the Career Staff that would not have been afforded me as a CIA employee by a sound and comprehensive CIA personnel program without a Career Staff? (65)
- 17-12 Can the main advantages and liabilities of this program from the viewpoint of the individual be briefly summarized? (79)
- 17-13 In establishing the Career Staff, various issuances have stated that certain benefits will be available to members. Does this imply that such benefits have not been available to Agency employees prior to the establishment of the Career Staff? (302)

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17-14 Par. 3, Reg No. [REDACTED] states in part that "Those who fail to make application or whose applications are not accepted will continue to possess the benefits accorded to U.S. Government employees by law". Does it follow, therefore, that Career Employees are eligible for benefits which are over and above those accorded U.S. Government employees by law? (308)

17-15 Other than preferential treatment in promotions and assignments, does the member of the Career Staff have other benefits? (325)

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17-16 Regulation [REDACTED] Paragraph 3a, in addition to job security and special training, mentions "other benefits and facilities". What are these "other benefits and facilities" that will accrue to Career Staff employees and agents? (381)

17-17 Since the Career Service Staff will be far from selective, what benefits will there be which do not exist now? (128)

17-18 Will it be the policy of component Career Service Boards to give preference to Career Staff employees over non-Career Staff employees in matters concerning assignments, promotions or training? (203)

17-19 Since the benefits on both sides of the fence pertain only to overseas employment, should not this program be established for overseas people exclusively, as in the Foreign Service, and limited to Intelligence Officers of calibre and operational versatility similar to those in the Foreign Service? (145)

17-20 Is it not true that most of the benefits and obligations of the Career Staff from the employee standpoint apply to DD/P personnel rather than to DD/A and DD/I personnel? (149)

17-21 The benefits accruing to members are obviously those benefits which any overseas employee is entitled to under circumstances specified. Therefore, what do these benefits have to do with a Career Staff? i.e., suppose a non-member went overseas and was killed, maimed or otherwise, and suppose his application for "membership" had been previously rejected, and he were denied certain benefits when he had undergone considerable hardship. Would this not justify a very strong and malodorous investigation via Congress? (138)

17-22 Will hazardous duty pay be included as one of the benefits of the Career Staff program? (207)

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- 17-23 Can the intangible benefits, loosely referred to "as the desire to serve CIA" or the "desire to be affiliated with a group desiring to serve CIA", be further refined and described in terms of specific types of preferential treatment that will be accorded members of the Career Staff? (280)
- 17-24 What specific tangibles as opposed to such intangibles as "spirit of service" "Belonging", "Standing up to be counted" etc. are contemplated to induce rank and file employees to apply for membership on the basis of a positive desire rather than on the basis of being afraid not to apply. (154)
- 17-25 What benefits accrue to those who do not wish to join the Career Staff? (263)
- 17-26 Are there any preferences which are now available or are these to be developed on the basis of an established institution in CIA - the Career Staff - which consists of personnel willing to perform any duty. (281)

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- 17-27 What positive benefits can a Career Staff person expect to receive beyond those which accrue to all government employees. (317)
- 17-28 Are there real substantive benefits available to members of the Career Staff? If so, what are they? If not, then isn't this pretty much of an academic exercise? The benefits thought of in this question are illustrated by those existing for State Department's Foreign Service personnel. (33)
- 17-29 Will any Agency or other governmental job security be offered to individuals who do settle upon Agency careers and, therefore, manage their work interest and educational development accordingly to the exclusion of other interests and qualifications? (254)
- 17-30 What specific monetary benefits and emoluments or favored working conditions will be available to members of the Career Staff and not to non-members? (286)
- 17-31 What specific benefits, such as preferential assignment or promotion treatment or retention preference (in the event of a retrenchment program) will accrue to members of the Career Staff as opposed to non-members? (312)
- 17-32 Will members of the Career Staff have privileges which are not granted to ordinary Civil Service Status employees? Will they have the same privileges? (298)
- 17-33 What benefits are available by law to CIA employees who do not hold membership in the Career Staff? (40)
- 25X1A 17-34 If the law mentioned in R [REDACTED], paragraph 3a is the same law as the one mentioned in 3d, what preferential consideration will be given to career employees in regard to job security, promotions; and reduction in force causing demotions or separations? (340)
- 17-35 Can advantages of belonging to the Career Staff be described by other than the vague statement "preferential consideration"? (32)

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18. CLERICAL

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- 18- 1 Attachment A of R [REDACTED], CIA Career Council and the Career Services, dated 25 June 1954, indicates a special Career Service for DD/P Clerical Personnel. Presumably clerical personnel in other components of the Agency will carry the Career Service Designation of the component to which assigned. This situation implies preferential treatment for DD/P clericals, who will have a much broader career and many more opportunities for transfer, rotations, re-assignment, etc. Why do we not have a separate Career Service for all Agency clerical and thus eliminate a basis for future friction and discriminating practices? (309)
- 18- 2 What is the difference between a "clerical DD/P Career Service SD-PS" and the career program of "clerical" personnel in other components of the Agency? Example: A typist (x) in DDP/FE belongs to the "Clerical DD/P Career Service" while typist (y) in the Office of Personnel belongs to the "Personnel Career Service". (304)
- 18- 3 Will clerical personnel be included in this or some other Career Staff? (92)
- 18- 4 What advantages will there be for individuals classified as secretaries, clerks, etc. in joining the Career Service when obviously during the foreseeable future these categories will be in such critical supply that they will be offered every enticement to stay with the Agency, regardless of whether or not they are in the Career Service? (400)
- 18- 5 Assuming one must be a GS-7 or above to be eligible for Career Service, what benefits are available to those, especially in the clerical field, who are performing in an excellent manner, but not in the GS-7 slot? (262)

19. CHANGE OF CAREER DESIGNATION

- 19- 1 If a person still has a Career Service Designation that is "undetermined", can he apply for membership in the Career Staff? If so, who would approve it? (246)
- 19- 2 Regulation [REDACTED] Par. 4d, states "that other or additional Service Designations may be assigned". Will an additional Service Designation facilitate the ability of a person to accept assignments between the two Career Services? (233)
- 19- 3 May additional Service Designations be assigned now? If so, what conditions must be met and what procedures must be followed? (108) (232)

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- 19- 4 How may an additional Service Designation be acquired? (104)
- 19- 5 It is stated that "an individual may later hold other or additional appropriate Service Designations". Does this mean that I can hold, if qualified, two or more Service Designations at any one time? (73)
- 19- 6 Does an additional Service Designation allow more promotional possibilities "across the board" because one is then supposedly being "mothered" by two Career Service Boards? (21)
- 19- 7 What is the advantage of an additional Service Designation? (20)
- 19- 8 In the event of transfer from one component to another, is the decision regarding change of Service Designation made by the individual, the chiefs of major components concerned or by Career Service Boards? (19)
- 19- 9 What are the factors which determine whether an employee is allowed to retain his previous Service Designation when he is reassigned to another component? (18)
- 19-10 If an individual may later hold other or additional Service Designations, does that mean that he acquires a new or additional Service Designation when he is reassigned to another component? (17)
- 25X1A 19-11 Attachment A to R [REDACTED] shows that "plans" and "operations" are Career Services. Are these true Career Services or are they organizational components which later will become a part of a regular definable Career Service? (305)
- 19-12 I now have been assigned an incorrect Career Designation. How did this come about and how can I change it? (271)

20. TRAINING

- 20- 1 Is it contemplated that Career Staff membership will be a prerequisite for certain Agency-sponsored training courses? (38)
- 20- 2 What sort of training will be provided for Career Staff members which is not now available to all employees? (50)
- 20- 3 Will Career Development Positions still exist for specialized training purposes? (129)
- 20- 4 Will privileges previously open to qualified CIA employees, such as special training, be withheld from personnel not joining the Career Staff? (216) (370) (385)

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21. DISAGREEMENT RE ASSIGNMENT

- 21- 1 How many times can an employee turn down an assignment desirable from the Agency's standpoint but undesirable from his own before he is dismissed from the Career Staff? (152)
- 21- 2 In the case of an assignment not acceptable to an employee but ruled by the Board as being compatible with the employee's interests and personal circumstances--what rights of appeal, if any, are provided the employee? Must he accept or resign? May he resign without prejudice? (181) (206) (292) (368)
- 21- 3 What kind of procedure is set up for eliminating persons refusing assignments? (89)
- 21- 4 Does the individual have any veto on the "any job, any where, any time" provision? (83)
- 21- 5 If a member of the Career Staff should refuse an overseas assignment, what would be the result with regard to his membership in the Career Staff and retention by the Agency? (66) (99) (166) (217)
- 21- 6 If an incumbent is unable to travel with his family, due to illness, and does wish to join the Career Staff, are his job retention rights in jeopardy? If the incumbent is willing to travel (excluding family) can the two (2) year duty be shortened? (267)
- 21- 7 Who will determine "full consideration given their particular capabilities, interests and personal circumstances" as far as the Career Staff obligation to "serve anywhere, do anything" is concerned? (188)
- 21- 8 Is it anticipated that a register for available positions will be established, with qualifications required for these available positions listed in order that Career Service employees could make formal application for a given position at any time and thus compete on an Agency-wide basis for positions which might provide opportunity and more interesting assignments? (401)
- 21- 9 What happens if a non-member of the Staff is solicited for an overseas tour and he refuses? (291)

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- 21-10 If an individual feels that his personal circumstances are prohibitive and the Agency feels that they are not, but the individual refuses to accept the particular assignment, will this decision have an adverse effect upon his status as a member of the Career Staff? (6)
- 21-11 If an individual feels that his personal circumstances are prohibitive and the Agency feels that they are not, but the individual refuses to accept the particular assignment, will this decision have an adverse effect upon the normal progress and career development of the individual in the Agency? (5)
- 21-12 Does the prerogative to decide whether "personal circumstances" prohibit the acceptance of a particular overseas assignment reside with the individual or the Agency? (4)
- 21-13 What method will be used to rotate personnel out of Headquarters slots if the employee is unwilling, or for personal reasons unable, to accept an overseas tour of duty? (270)
- 21-14 How is one to know what choices of countries, stations, and positions exist? (62)
- 21-15 What procedure is used to "enforce" rotation in best interest of Agency but personally unacceptable to individual? (167)

22. TOUR OF DUTY

- 22- 1 How can the Chairman of the appropriate Career Service Board plan for rotation of an employee as directed by R [REDACTED] para. 3d when Headquarters slots are not handled on a tour of duty basis (i.e., specific length of time)? (269) 25X1A
- 22- 2 Is there or is it the intention to establish in the near future an Agency-wide policy for overseas tours of duty? (278) (339)
- 22- 3 Will the CIA Career Staff operate, generally, along the lines of the State Department's Wriston Report as regards overseas assignments, i.e., will overseas personnel have regular tours of duty in headquarters, and will headquarters personnel, both DD/P and non-DD/P, have the opportunity for overseas experience? (106)

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23- CAREER DEVELOPMENT OF JUNIOR PERSONNEL AND JUNIOR OFFICER TRAINING PROGRAM

- 23- 1 Is it correct to assume that the "Program for Career Development of of Junior Personnel" is or will become an "Elite Corps" within the Agency Career Service Program? (306) (346)
- 23- 2 Is the objective of the Program for Career Development of Junior Personnel primarily to develop junior personnel for executive and supervisory positions or is it to enhance the progressive development of his specialized skills and qualifications in order that he can be used more effectively by his component? (295)
- 23- 3 Can persons who are members of the Junior Officer Training Program be members of the Career Staff at the same time? (90)
- 25X1A 23- 4 Is it true that only Career Staff members will be eligible to take part in the Junior Officer Career Development Program as outlined in N [REDACTED] (112)
- 23- 5 Will a person have to be a member of the Career Staff to be eligible for Junior Officer Training? (234)
- 23- 6 Must the person who is selected for the Junior Career Development Program be taken back at the conclusion of the two or three years by his original Career Service? (134)
- 23- 7 Will there be any uniform policy on securing replacements while someone is in the Junior Career Development Program? (133)
- 23- 8 If a replacement is secured for a person who is in the Program for the Career Development of Junior Personnel, will the office have to assure employment for both the replacement and the returning Junior Career Development alumnus? (132)
- 23- 9 After the person selected for a Junior Career Development position goes off the OTR T/O, who will oversee his continued rotation in conformance with his written and approved career plan; i.e. considering the tightened Agency personnel ceiling, will there be provision made to "gain the concurrence" of the office which is next on the person's career plan? (131)
- 23-10 What channels and procedures will be employed for promotion actions under the Career Development of Junior Personnel Program? (130)

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- 23-11 Why is there a JOF program if there is no assurance of advancement to the participants? (390)
- 23-12 What difference will there be between Junior Officer Trainees and other members of the Career Staff? (374)
- 23-13 Will Junior Officer Trainees be given preference in the future over other members of the Career Staff? (375)

24- **LIFE AND HEALTH INSURANCE**

- 24- 1 Will the new group Life and group Health insurance be made applicable to all CIA employees or only to CIA Career Staff employees? (236) (307) (333)
- 24- 2 Is group Insurance (life or health) to be valid during Agency service only - or beyond as well? (255)
- 24- 3 Why does the matter of Government Employees Health Association enter into this discussion of Career Service? Are not the new insurance policies available to all? (365)
- 24- 4 Will CIA personnel be permitted to enroll in the Administration life insurance policy if passed by Congress or will CIA personnel be limited to the GEHA life insurance policy? (386)
- 24- 5 Does the Agency life insurance policy have the extremely important clause contained in the Administration policy that employee can continue his insurance as a private citizen if and when he leaves Government employment? (387)
- 24- 6 Will the rates of the GEHA life insurance be the same as the Administration life insurance? (388)
- 24- 7 If an employee does continue in employment after rejection by the Career Service Council, will he be allowed to participate in the GEHA plan? (394)

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25. CAREER PLANNING

- 25- 1 What is the meaning of "just and equitable attention will be accorded my personal progress"? (13)
- 25- 2 In order to carry out the concept of the Career Service, long-term career planning seems to be a necessity. What steps are contemplated to carry out this type of planning? (211) ||
- 25- 3 Will there be an opportunity for Career Staff employees to actively participate in the planning of their Agency career? (344) ||
- 25- 4 Will the present forty Career Development Positions be reserved for those over thirty-five years of age or over grade GS-12? (235)

26. MILITARY ROLE

- 25X1C4a 26- 1 What policy has been set up for the guidance of careers for those staff employees who [REDACTED] for career purposes? (279)
- 26- 2 Will a military person detailed by his parent service to the Agency have to complete an additional three-year provisional period if he wishes to civilianize? (212)
- 26- 3 In what way does an application for membership on the Career Staff affect membership in the U.S. Army Reserve Corps? (116)

27. SEPARATION, SELECTION OUT AND RESIGNATION

- 27- 1 Would the same Selection Board and Examining Panel system operate in selection-out of the Career Service? (88)
- 27- 2 What provision is made for the expulsion of a member from the Career Staff for reasons other than his leaving the Agency? (259)
- 27- 3 What mechanism is contemplated to purge the Career Service of employees no longer considered worthy of membership, i.e. the gray area in between Career Staff membership and outright termination? (36)
- 27- 4 Would rejection of an application for membership in the Career Staff be automatic grounds for separation from the Agency? (80)

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- 27- 5 What circumstances might be grounds for rejection from the Career Staff and not separation from the Agency? (81)
- 27- 6 Can an employee who has not yet completed the three years of "provisional" service expect reassignment, dismissal or exclusion from preferences accorded to members of the Career Staff? (51)
- 27- 7 Isn't a member of the Staff free to leave the Agency whenever he wishes and without prejudice? (359) (360) (361)
- 27- 8 Why can't a member resign from the Career Service for ANY reason, and what appeal does he have if the Board's findings do NOT agree with his request? (177)
- 27- 9 What is meant by "unusual circumstances" in the case where the Career Service Board will NOT consider an application for withdrawal from the Career Service? Doesn't this imply that if an individual wishes to resign from the Career Service, he must resign from CIA? (176)
- 27-10 If a member of the Career Staff resigns and is later rehired, is he automatically restored to the Career Staff? (324)

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28. MISCELLANEOUS AND GENERAL

- 28- 1 Can dissemination be made to all employees of CIA in formal written fashion of a transcript of the proceedings of the Career Service Conference which will include statements of the problems presented and answers made by the DCI and the DDCI concerning the "important measures" which significantly affect all employees of CIA and which implement the Agency's personnel program? (111)
- 28- 2 What precautions are taken to avoid possibility of prejudice, questionable integrity and possible dishonesty in such a system which would eventually be disastrous to morale? (187)
- 28- 3 Is not acceptance of membership in the Career Staff a means of threatening any employee with a Devil's Island assignment for political, disciplinary or purely arbitrary reasons? (143)
- 28- 4 Is the Agency holding anything back with respect to this program, or is it being completely frank and open as to purposes, objectives, etc.? (153)
- 28- 5 A concise definition of Staff Employees and Staff Agents. What are the differences between each? (150) (391)
- 28- 6 Define "supervisor". (160)
- 28- 7 Do "supervisor" and "reviewing official" mean what they say, or is this subject to interpretation by Office or Division heads? (164)
- 28- 8 Who rates the raters, or, what is the common denominator? (162)
- 28- 9 May not experience with the Agency substitute for Bachelor's degree? - - Or, is this only for the "Harvard set"? (169)
- 28-10 In connection with stating that we wish to become a part of the Agency in fulfilling its mission, are we given a statement of what the Agency's mission is that we wish to assist in fulfilling? (87)
- 28-11 Is there a pre-determined allocation within each category of assignment; e.g., analysts or classification personnel for each career designation? If so, is there an additional allocation to various divisions? (105)
- 28-12 Will there be different Career development programs to reflect the differences between DD/I and DD/P work? (372)

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- 28-13 It appears to me that overt side people get the short end of the stick on overseas assignments anyway, and the Career Staff concept is to get them to take the consistently bad assignments that DD/P admin. people don't want. (146)
- 28-14 Why was CIA Regulation No. [REDACTED] "The Career Staff of the Central Intelligence Agency," staffed and coordinated without the opportunity for the customary concurrence or comments by office heads? (198) 25X1A
- 28-15 Does the Career Service include a career program as such? (91)
- 28-16 How does the definition of the Career Staff (in Regulation [REDACTED], Paragraph 2.a.) differ from the definition of present-day CIA employee? (380)
- 28-17 How can you legitimately and honestly hold back the effects or benefits of good personnel programs from any employee in the Agency based principally on membership in the Career Staff? Is this good administration? (383)
- 28-18 With regard to Honor Awards, must we paraphrase military terminology, especially in the case of the Distinguished Intelligence Medal (DIM)? I suggest a distinctive set of terms, such as,
Order of Distinguished Service
Medal of Distinction
Meritorious Service Star
Meritorious Service Medal
These can, moreover, be used as titles in circumstances when it would not be appropriate for the word "intelligence" to appear. (16)
- 28-19 Is the establishment of a Career Service Staff an effort to control the number of resignations, over and above the control which would be exercised by investigation of the conditions which caused past resignations? (376)
- 28-20 It is felt that there is conflict of procedure and definitely conflict of tenor between para. 3d under Policy and 7a (2) under Procedures. In the former paragraph the employee must make formal application, in the latter, the employee is notified when to make formal application and if he does not care to make application, why not? It is believed that the essence of the procedure should be to establish the Career Staff as an organization to which people will

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aspire to join thereby making it a common understanding of the necessary regulations and qualifying attributes one must possess. Having reached such a point, the employee would not need goading such as notification but would be motivated to join by reason of successful accomplishment of the necessary prerequisites. To ask an employee "why he does not desire to become a member of the Career Staff" is a negative feature and not nearly as productive as "why does he wish to become a member of the Career Staff". Moreover, it is in a manner of speaking, admitting the possibility of undesirable features in the Career Staff formula. (189)

- 28-21 Will PS actions received by various staffs be reviewed prior to adoption by an across-the-board committee composed of GS-12 and below? (318)
- 28-22 Is the Career Staff designed to be a rationale for requesting certain special benefits from Congress? Would the Agency, for example, request "Foreign Service home leave" for only members of the Career Staff? (282)
- 28-23 What impact will future Career Board operations have on a given Branch Chief discharging his personnel management responsibilities? (313)
- 28-24 The first year of component Career Board operation saw them develop in the direction of an operational activity wherein they actually reviewed individual personnel actions, which in turn, took a lot of executive time as well as requiring additional clerical and administrative support. In the future, will the Career Boards get out of the operational business and devote their time principally to monitoring the component's personnel program and advising the Career Service Head on its functioning. (310)
- 28-25 This program appears to be aimed at employees with over three years' service. What is being done to reduce turnover of employees with less than three years' service and encourage them to make CIA a career? (351)
- 28-26 It is factual that a scientist receives compensation beyond a mere pay check from the acclaim and recognition of his fellow scientists. The anonymity required by CIA precludes this. What steps are considered to supplant the loss of such an intangible? (321)

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- 28-27 Why are various incentives, such as insurance, held out to CIA employees to make them want to become a part of a Career Staff? Isn't this a type of bribery to motivate employees when in actual practice such benefits should be a part of an enlightened personnel policy? (349)
- 28-28 How will field personnel (staff employees and staff agents) be selected for the Career Staff? (249)
- 28-29 Is the Career Staff an effort to give a type of "Foreign Service" dignity to the operations of CIA? (285)
- 28-30 Recognizing the potentially broad base of the Career Staff, even in terms of current eligibles, will the acceptance of an application into the Staff have much effect in causing an individual to feel he is among a select group? (283)
- 28-31 How will the problem of releasing a Career Staff member for training or rotation as compared with utilizing his talents on the job be resolved? (107)
- 28-32 In order to release Career Staff members for rotation, will each Office have a "development quota" as it were, or will it be expected to have, say, one individual per division "developing" during any given period of time? (108)
- 28-33 What consideration is being given to shortening the processing period which now runs three to six months, in order that prospective employees do not become discouraged and/or take jobs with industry which become so financially attractive that they have no desire to leave their "temporary" employment? (173)
- 28-34 What are the many restrictions necessarily placed upon me by virtue of the security requirements? (11)
- 28-35 Since the idea of an "elite corps" is unacceptable, and since eventually most CIA personnel will be included in the "Career Staff", why have a separate designation? Why not have a continuing sound personnel policy for all? (122)
- 28-36 Thousands of individuals have been working in CIA with the understanding that their work is a career in intelligence. Why is it necessary to have a paper-created mechanism called a Career Staff to make individuals better CIA employees? (348)

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- 28-37 The fact that individuals made personal application, were thoroughly examined, screened, investigated, etc., attests to their desire to work with and in CIA. Why is it necessary to differentiate further? (55)
- 28-38 Why is it considered necessary to subject employees who have been serving the Agency conscientiously and with dedication to the screening procedures outlined in R [REDACTED] (296) 25X1A
- 28-39 How does the existence of a Career Staff benefit the Agency? (358)
- 28-40 Why is the Agency attempting to establish a Career Staff? (140) (209) (299)
- 28-41 What advantages does the program offer over the present system? (60) (199)
- 28-42 Of what value is a Career Service Staff when it will include practically all employees who have served three years in the Agency successfully? (127)
- 28-43 What ends is the Agency expecting to achieve by securing applications for membership that could not be achieved within the existing organization without the Career Staff? (148)
- 28-44 What problems based on past experience can the Career Service Program solve? (210)
- 28-45 Will the Career Staff create an esprit de corps not already inherent in an intelligence mission? (264)
- 28-46 What benefit does the Agency get from all this? A signed statement to hold over the heads of employees to coerce them into going where they do not wish to go? Surely nobody is naive enough to believe that employees will sign their futures over to the Agency. Everyone will work here so long as it is to their advantage to do so (likes work, likes money, has spirit of service, etc.) (141)
- 28-47 Why should the Agency, which is primarily a civilian Agency, demand an all-encompassing statement of commitment from an individual which in scope implies far greater commitment than is generally the policy of the military service? (395)

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